

A STUDY ON ORGANISATION CULTURE AND ITS IMPACT ON EMPLOYEES

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Abstract:

The focal aim of this research is to study the impact of organisational culture on the employee and how the culture is affecting the employee. Organisation culture is generally known as the shared assumptions, beliefs and values which help to coordinate and guide member behaviours. Developing a better comprehension of the organisational culture in which a quality enhancement process is instigated and present intuition into which strategies an organisation shall undertake to advance readiness for implementation. The whole purpose is to ascertain the organisational culture and its impact on employee behaviour, motivation and satisfaction and provide suggestions for methodology of organisational change. Organisational culture is the most theorized and studied concepts in organisational growth and development. Globalisation, New ways of working, change in technology and increased competition have formed a grander need for coordination and strategic innovation and integration across units. Culture is the solitary important aspect for triumph or failure and has the extreme potential to impact organisational enhancements or to hold it back. Organisation culture is the crucial factor in affecting employee motivation, satisfaction and behaviour which in turns affects the performance of the employee and so it is important in determining the organisational performance. The survey finds the relationship between organisation culture and behaviour, motivation, satisfaction of employee. Inferential and descriptive were used to analyse the data.

Introduction:

Organisation culture is a whole in which it entails values, beliefs, shared assumptions which are significant for the behaviour of people in the organisation. Culture is observable, consistent patterns of behaviour in enterprises. It is known that, "We are what we repeatedly do." This view uplifts recurring customs or behaviour as the fundamental of culture and reduce importance in what individuals think, feel or believe. It also concentrates individual's consideration on the forces that mould behaviour in organisations. Culture is strongly moulded by incentives. The individual's action can be interpreted by their incentives. By incentives, it means the full incentives financial rewards, non-financial rewards such as recognition, status and sanctions to which associates of the organisation are subject.

Culture is a course of "sense-making" in organisations. Sense-making can be defined as "a collaborative process of creating shared awareness and understanding out of different individuals' perspectives and varied interests." It can be noted that this transfers the meaning of culture beyond behavioural patterns into the dominion of jointly-held interpretations and beliefs about "what is." The vital purpose of culture is to aid place its associates to "reality" in ways that deliver a basis for arrangement of shared action and purpose. The meaning of culture is a carrier. Cultures deliver a collective sight of "what is" but also of "why is." Culture is "the story" in which entities in the organisation are entrenched, and the rituals and values that strengthen that narrative.

If an enterprise is in the technological industry, possessing a culture that inspires innovativeness and adaptability will uplift its performance. But, if a company in the similar industry has a culture considered by stability, a high reverence for tradition, and high preference for keeping rules and procedures, the enterprise may suffer due of its culture. Having the "right" culture may be an additional benefit for an organization, having the "wrong" culture may cause to performance problems, may well be the cause for organizational failure, and may act as an obstacle preventing the company from varying and taking risks.

RESEARCH METHODOLOGY

OBJECTIVES OF THE STUDY

- To review the prevailing culture of the organization and to find its impact on employees' behaviour.
- To find the employee's association with their peers.
- To analyse the employees, feel about the management.
- To analyse how the employer promotes participation in decision making.
- To find out the employees' motivational factor.

HYPOTHESIS:

H0: There is no significant association between organisation culture and employee performance.

H0: There is no significant association between organisation culture and employee motivation.

H0: There is no significant association between organisation culture and employee satisfaction.

SOURCES OF DATA

- **Primary data collection:**

Primary Data insinuates to the data accumulated by the canvasser, which is new. This data is generally research limited and has been accumulated individually by the canvasser. The data is gathered from respondents by answer interviews and/or questionnaires.

- **Secondary data collection:**

The secondary data is accumulated from journals, papers, companies, previous researches etc. This data also comprises data testimonies published by corporations and individuals.

SAMPLE FRAMEWORK**Sample Size & Sample Design**

A sample of 60 respondents was procured from the employees for this study.

Sampling technique

The sampling technique or method which is used to pile up the data or information over the questionnaire is simple random sampling.

DATA ANALYSIS AND RESULTS**Hypothesis testing using Chi-Square Test**

H₀₁: There is no significant association between organisation culture and employee performance.

culture * performance Cross tabulation									
		performance					Total		
		agree	disagree	Neutral	strongly agree	strongly disagree			
Culture	excellent	Count	4	2	0	8	2	16	
		% within performance	15.4%	25.0%	0.0%	100.0%	25.0%	26.7%	
	Good	Count	20	2	2	0	0	24	
		% within performance	76.9%	25.0%	20.0%	0.0%	0.0%	40.0%	
	not satisfied	Count	0	2	2	0	4	8	
		% within performance	0.0%	25.0%	20.0%	0.0%	50.0%	13.3%	
	satisfied	Count	2	2	6	0	2	12	
		% within performance	7.7%	25.0%	60.0%	0.0%	25.0%	20.0%	
	Total		Count	26	8	10	8	8	60
			% within performance	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	62.288 ^a	12	.000
Likelihood Ratio	63.593	12	.000
N of Valid Cases	60		

a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is 1.07.

The exceeding chi square table significant value signifying that, the value is less than 0.05, which is reject the null hypothesis, i.e. the organisation culture has impact on the employee performance.

H₀₂: There is no significant association between organisation culture and employee motivation.

			motivation					Total	
			agree	disagree	neutral	strongly agree	strongly disagree		
Culture	excellent	Count	4	0	0	12	0	16	
		% within motivation	16.7%	0.0%	0.0%	100.0%	0.0%	26.7%	
	good	Count	20	0	4	0	0	24	
		% within motivation	83.3%	0.0%	50.0%	0.0%	0.0%	40.0%	
	not satisfied	Count	0	4	0	0	4	8	
		% within motivation	0.0%	50.0%	0.0%	0.0%	50.0%	13.3%	
	satisfied	Count	0	4	4	0	4	12	
		% within motivation	0.0%	50.0%	50.0%	0.0%	50.0%	20.0%	
	Total		Count	24	8	8	12	8	60
			% within motivation	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	94.167 ^a	12	.000
Likelihood Ratio	102.245	12	.000
N of Valid Cases	60		

a. 18 cells (90.0%) have expected count less than 5. The minimum expected count is 1.07.

The exceeding chi square table significant value signifying that, the value is less than 0.05, which is reject the null hypothesis, i.e. the organisation culture has impact on the employee motivation.

H₀₃: There is no significant association between organisation culture and employee satisfaction.

culture * satisfaction Cross tabulation								
			Satisfaction					Total
			agree	disagree	neutral	strongly agree	strongly disagree	
culture	Excellent	Count	4	4	0	4	4	16
		% within satisfaction	14.3%	50.0%	0.0%	100.0%	50.0%	26.7%
	Good	Count	20	4	0	0	0	24
		% within satisfaction	71.4%	50.0%	0.0%	0.0%	0.0%	40.0%
	not satisfied	Count	0	0	4	0	4	8
		% within satisfaction	0.0%	0.0%	33.3%	0.0%	50.0%	13.3%
	Satisfied	Count	4	0	8	0	0	12
		% within satisfaction	14.3%	0.0%	66.7%	0.0%	0.0%	20.0%
Total		Count	28	8	12	4	8	60
		% within satisfaction	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	67.381 ^a	12	.000
Likelihood Ratio	75.093	12	.000
N of Valid Cases	60		

a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .53.

The exceeding chi square table significant value signifying that, the value is less than 0.05, which is reject the null hypothesis, i.e. the organisation culture has impact on the employee satisfaction.

FINDINGS:

- The experience of the respondents with the present organisation showing that 27% of the workers are fresher's, who got short of one year experience and almost 50% of the employees got 1-4 years of experience and 23% got over 4 years of involvement in the organisation.
- The organization culture has impact on the employee satisfaction, performance as well as the employee motivation which has been obtained from chi square tests.
- 71% of the employees said that they are conscious of the company policies completely and 29% of the employees said that they are not completely conscious of the company policies.
- 56% representatives said that the administration values their opinions and ideas and 20% said that the administration value their opinions and ideas to some extent and almost 23% said that the administration does not appreciate their opinions and ideas.
- 81% employees said that the organisation culture impacts them in any way and 19% said that the culture does not impact them in any way.
- The most affecting variables of culture which needs to be improved are rewards and recognition policies followed by involvement of employees, communication among the employees and policies and rules framed by the organisation and also the integrity in the organisation.

CONCLUSIONS:

The study presumes that the organisation culture impacts the employee in different ways and it also presumes that there is significant association between culture and performance, motivation as well as satisfaction of the employees.

The study acquired that the most affecting variables of culture are rewards and recognition policies, involvement of the employees and also the communication among the employees. The study presumes that the employees are aware of the company policies.

The study presumes that it is valuable to have an efficient organisation culture as it is clearly analysed that 95% of the employees feel that it is significant to have an efficient culture. The study acquired that the managers, superiors support and motivate the employees in the organisation. The study acquired that the employees feel that they have future scope in the organisation. The organisation which sustain and comprehend the culture holds immense fortune and the culture adapts according with the progressing and asserted conditions.

SUGGESTIONS:

- Inspiring the employees more by inventive plans which would help increment the responsibility levels. To comprise group building practices for enlightening confidence among the employees.
- The organisation may keep up transparency which will escalate positivity in employees and enhance the engagement of workers.
- The purpose of work when conversed with the employees enhances motivation, desire to work and engagement when the purpose is achieved. The sense of purpose crafts a substantial impact on the employees.
- The organisation may create and foster trust through unbound communication and exchange. Every employee must be associated by the company distinctly to make a progressive way for every individual.
- Effective reward and recognition policies might be embraced by the company as it enhances relationships as well as increases motivation of the employees.
- The organisation may inspire every individual to take part in primitive leadership process.

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